

GhUXhVU\ bi bZU``]b`Ghi hh[Ufh!K Ygh.
+ (!>Ä\ f)[Y`j Yf`Y hnhž`Yf\ YV`]W\ Yf`GW\ UXYb

J Yf_Y\fgi bZU``]b`Ghi hh[Ufh!K Ygh`D_k`_c``]X]Yfh`a`]h
GhUXhVU\bž`Y]bY`DYfgcb``Y]W\hj`Yf`Ynhh``8YhU]`g`ni`a`JcfZU``
i bX`:`c`[Yb"

Ghi hh[Ufh!K Yghi`9]b`J Yf_Y\fgi bZU``gcf[hY`Ua
GUa ghU[bUW\ a`]hhU[ž`XYa`i`&)"5i [i gh!&\$&(ž`ZØf`5i ZfY[i b[`]b`XYf
Ghi hh[UfhYf`&bYbghUXh``; Y[Yb`%`"`)`i`\f`YfY][bYhY`g]W\`Y]bY
?c``]g]cb`nk`]gW\Yb`Y]bYa`A`YfW\XYgl6Ybn`i`bX`Y]bYf`GhUXhVU\b
XYf`@]b]Y`i`&`Ub`XYf`?fYi`ni`b[`XYf`GW\`cggghfU»Y`i`bX`XYf
G]`VYfVi`f[ghfU»Y``8]Y`:`c`[Yb`k`UfYb`Y]bY`Y]W\hj`Yf`YnhhY`DYfgcb
i bX`Yf\YV`]W\Yf`GUW\gW\UXYbž`XYf`g]W\`Ui`Z`a`Y\fyfy
nY\bhUi`gYbX`9i`fc`VY`Ui`ZYb`XØfZhY"

8]Y`+(!>Ä\ f)[Y`:`U\fyf]b`XYg`D_k`k`Uf`Ui`Z`XYf`GW\`cggghfU»Y
i bhYfk`Y[g`i`bX`k`c``hY`j`YfV`chgk`]Xf][`bUW\``]b_g`]b`X]Y
G]`VYfVi`f[ghfU»Y`UVV]Y[Yb``8UVY]`ØVYfgU\`g]Y`X]Y`j`cb`\]bhYb
\YfUbbU\YbXY`GhUXhVU\bž`k`Ug`ni`XYa`Ni`gUa`a`Ybghc»`ZØ\fhY"
K`Ä\fybX`X]Y`:`U\fyf]b`XYg`K`U[Ybg`Y]W\hj`Yf`Ynhh`k`i`fXY`i`bX`a`]h
XYa`FYhhi`b[gX]Ybghi]b`Y]b`?fUb_Yb\Ui`g[YVfUW\h`k`YfXYb
a`i`gghYž`V`]YVYb`X]Y`UbXYfYb`:`U\fnYi`[]bgUggYb`gck`]Y`U``Y
DUggU[]YfY`]b`XYf`GhUXhVU\b`[`ØW`]W\Yfk`Y]gY`i`bj`Yf`Ynhh``8]Yg
nY][hž`k`]Y`gW\`bY``i`bX`i`bYfk`UfhYh`g]W\`J Yf_Y\fgi bZÄ``Y
Yb`hk`]W_Y`b`_ØbbYbž`gY`Vgh`k`Yb`b`a`Ub`XYb`hž`XUgg`XUg`:`U\fyb
g]W\Yf`]gh"

8 YhU]`g`XYg`J cfZU``g

8 Yf`i`bZU``ZØ\fhY`ni`[Yf]b[Yb`J Yf_Y\fgVY\]bXYfi`b[Yb`]b`XYf
I`a`[YVi`b[ž`k`Ä\fybX`X]Y`Dc`]nY]`XYb`J cfZU``Ui`ZbU\`a`i`bX`X]Y

6Yf[i b['XYg': U\fnYi [g'cf[Ub]g]YfhY"K Å\fybX'X]YgYf'NY]h'ghY`hY
X]Y'GhfU»YbVU\bj Yf_Y\fg[YgY`gWUZhGG6`Y]bYb
GWX]YbYbYfgUhnj Yf_Y\f`Y]bž'i a`X]Y`A cV]`hÅh'XYf': U\ f[ÅghY
Ui ZfYW\hni Yf\U`hYb" `Gc`W\Y`A U» bU\ a Yb`g]bX`k]W\h][ž'i a`X]Y
5i gk]f_i b[Yb`Y]bYg`J Yf_Y\fgi bZU`g`Ui Z`XYb`ÖZZYbh`W\Yb
DYfgcbYbbU\j Yf_Y\f`gc`[Yf]b[`k]Y`a Ö[`]W\`ni` \U`hYb"

- 5i Z`XYb`Di b_h[YVfUW\h`8]Y`+(!Å\ f)[Y`k c`hY
j YfVchgk]Xf][`UVV]Y[Yb"
- 8]Y`GhUXhVU\ b`k Uf`Ui Z`XYf`@]b]Y`l &`i bhYfk Y[g"
- 9g`_Ua`ni`Y]bYa`5i ZdfU`ž`XYf`J Yf`YmhY`i bX
GUW\gW\ÅXYb`bUW\`g]W\`nc["
- 8]Y`gW\ bY`Y`F`YU_h]cb`j cb`Dc`nY]`i bX`GG6` \U`Ž`X]Y
G]hi Uh]cb`ni`a UbU[Yb"

⊖`XYf`UbgW\`Y»YbXYb`GUW\VYUfVY]hi b[`k i fXYb`X]Y`5V`Åi ZY`XYg
l bZU`g`[YbUi`i bhYfgi W\hž'i a`ni`_`ÅfYbž`k]Y`Yg`ni`XYa`J cfZU`
_ca`a Yb`_cbbhY" `J Yf_Y\fgi bZÅ`Y`k]Y`X]YgYf`k YfZYb`ja`a Yf
: fU[Yb`Ui Zž`b]W\h`bi f`\]bg]W\h`W\`XYf`GW\i`XZfU[Yž`gcbXYfb`Ui W\
]a`<]bV`]W`_Ui Z`X]Y`U`[Ya`Y]bY`J Yf_Y\fgg]W\Yf\Y]h`9g`]gh`Y]b
k Y]hUi`g`j YfVfY]hYhYg`DfcV`Ya`ž`XUgg`J Yf_Y\fghY]`bY\ a Yfž
VYgcbXYfg]b`ghÅXh]gW\Yb`; YV]YhYbž`VY]`XYf`9]b\U`hi b[`XYf
J Yf_Y\fgfY[Y`b`cZ`bUW\`Ågg][`g]bX"

8Yf`[Ygi bX\Y]h`W\Y`Ni ghUbX`XYf`+(!Å\ f)[Yb`l bZU`j Yfi fgUW\Yf]b
k i fXY`b]W\h`bÅ\Yf`Yf`Åi hYfhž`X]Y`HUhgUW\Yž`XUgg`g]Y`Y]W\h
j Yf`Ymh`k i fXYž`\Uh`YXcW\`: fU[Yb`ni f`U`[Ya`Y]bYb`G]W\Yf\Y]h]a
J Yf_Y\f`Ui Z[Yk cfZYb" `6YgcbXYfg`Å`hYfY`J Yf_Y\fghY]`bY\ a Yf`g]bX
]b`XYf`F`Y[Y`[YZÅ\ fXYhYfž`k Ug`Xi fW\`gc`W\Y`J cfZÅ`Y`j YfXYi h]W\h
k]fX" `9]b`a Ö[`]W\Yf`5gdY`hž`XYf`\]YfVY]`VYfØW_g]W\h][h`k YfXYb
gc`hYž`]gh`X]Y`5i Z`_Åfi b[gUfVY]h`ØVYf`X]Y`6YXYi hi b[`XYf
J Yf_Y\fgfY[Y`b`i bX`XYfYb`6YXYi hi b[`ZØf`X]Y`Y][YbY`G]W\Yf\Y]h
i bX`X]Y`XYf`UbXYfYb`J Yf_Y\fghY]`bY\ a Yf"

K]W\h][_Y]h`XYf`J Yf_Y\fgg]W\Yf\Y]h

8]YgYf`J cfZU`Yf]bbYfh`i bg`Ub`X]Y`K]W\h][_Y]h`XYf`bØh][Yb
5i Za Yf_gUa`_Y]h]a`GhfU»Ybj Yf_Y\f" `J Yf_Y\fgYfn]Y\i b[`i bX

fY[Y`a Å»][Y`GWXi`i b[Yb`_ÖbbhYb`XUni`VY]hfU[Ybž`XUg`F]g]_c`j cb
: Y\`Yfbž`k]Y`XYa`j YfVchgk]Xf][Yb`5VV]Y[Ybž`ni`a`]b]a]YfYb"
Ni XYa`_ÖbbhY`Y]bY`j YfghÅf`_hY`G]W hVUf`_Y]h`j cb`J Yf`_Y\`fgnY]W Yb
i bX`Y]bY`a`Ö[`]W Y`5bdUggi`b[`XYf`GhfU» YbZØ\`fi`b[`Ub`XYb`6YXUFZ
XYf`U`_hi`Y`Yb`J Yf`_Y\`fgg]hi`Uh]cb`X]Y`G]W Yf\`Y]h`Ub`gc`W Yb
?fYi`ni`b[Yb`Yf\`Ö\`Yb"

8]Y`:`c`[Yb`Y]bYg`Y]ba`U`][Yb`A`ca`Ybhg`XYf`i`bUW`hgUa`_Y]h
_ÖbbYb`[fUj`]YfYbX`gY]bž`k]Y`X]YgYf`J`cfZU``nY][h`8U\`Yf`]gh`Yg
YggYbn]Y``ž`YbhgdYfW`YbX`gYbg]V`]g]Yf`h`ni`V`Y]VYb`i`bX`X]Y
5i`Za`Yf`_gUa`_Y]h`Ui`Z`X]Y`J`Yf`_Y\`fgg]hi`Uh]cb`ni`f]W`hYb`ž`i`a
Å\`b`]W`Y`i`bZ`Y`ni`j`Yf\`]bXYfb``8]Y`F`Y`Yj`Ub`n`X]YgYg`H\`Ya`Ug
[Y\`h`ØVYf`XUg`i`ba`]hhY`VUFY`:`YgW`Y\`Yb`\`]bUi`gi`bX`VYhf]Zh
`Ynh]W`U`Y`J`Yf`_Y\`fghY`]bY\`a`Yfž`X]Y`g]W`Ui`Z`XYb`GhfU» Yb
VYk`Y[Yb"

: c`[Yb`XYg`i`bZU``g

8Yf`J`Yf`_Y\`fgi`bZU``ZØ\`fhY`b]W`h`bi`f`ni`_ÖfdYf`]W`Yb
J`Yf`Y`hni`b[Ybž`gcbXYfb`Ui`W`ni`Yf\`YV`]W`Yb`GW`ÅXYb`Ub`VY]XYb
: U\`fnYi`[Yb``GW`Åhni`b[Yb`ni`Zc`[Y`VY`Åi`Zh]g]W`XYf
; YgUa`hgW`UXYb`Ui`Za`Y\`fYfY`NY\`bhUi`gYbX`9i`fc``5V[YgY\`Yb`j`cb
XYb`i`ba`]hhY`VUFYb`Z]bUbni]Y``Yb`?`cbgYei`YbnYb`\`Uh`XYf`i`bZU``
Ui`W`5i`gk`]f`_i`b[Yb`Ui`Z`XYb`ÖZZYbh]W`Yb`B`U\`j`Yf`_Y\`f`]b
Ghi`hh[Ufh``8]Y`G`hUXhVU\`b`]b]Y`i`&ž`Y]b`k`]W`h][Yf`HY`]`XYg
J`Yf`_Y\`fgbYhnYgž`k`Uf`j`cfØVYf[Y\`YbX`i`bhYfVfcW`Ybž`k`Ug`ni
I`bUbbY\`a`_]W`_Y]hYb`ZØf`DYbX`Yf`i`bX`UbXYfY`:`U\`f[ÅghY`ZØ\`fhY"

8]Y`GG6`fGhi`hh[Ufh`G`hUXhVU\`b`Ě`fYU[]YfhY`gW`bY``Ui`Z`X]Y`G]hi`Uh]cbž
]bXYa`g]Y`Y]bYb`GW]YbYbYfgUhnj`Yf`_Y\`f`Y]b]f]W`hYhY``8]Yg
Yfa`Ö[`]W`hY`Yg`XYb`:`U\`f[ÅghYbž`k`Y]hYf\`]b`ni`]YfYb`N]Y`Yb`ni
[Y`Ub[Ybž`hfch`XYf`i`bhYfVfYW`i`b[`XYg`fY[i`ÅfYb`6U\`bj`Yf`_Y\`fg"
8Yf`GW`]YbYbYfgUhnj`Yf`_Y\`f`k`i`fXY`a`]h`6i`ggYb`cf[Ub]g]Yf`hž`k`Ug
YXcW`c`Zh`k`Yb][Yf`_ca`Zc`fhUVY``i`bX`nY]hUi`Zk`YbX][`]ghž
]bgVYgcbXYfY`ni`Ghc»nY]hYb"

J`Yf`_Y\`fgg]W`Yf\`Y]h`i`bX`DfÅj`Yb]cb

Jcf'X]YgYa ' <]bhYf[fi bX']gh'Yg'k]W\h][ž'ØVYf'X]Y' [fi bX'Y[YbXYb
Df]bn]d]Yb'XYf'J Yf_Y\fgg]W\Yf\Y]h'bUW\ ni XYb_Yb" 'I bUV\Åb []
j cb'XYf'f fgUW\Yž'X]Y'ni 'X]YgYa 'I bZU'' [YZØ\fh'\Uhž'nY][Yb
GhUh]gh]_Ybž'XUgg'?c''g]cbYb'nk]gW\Yb'?fUZhZU\fnYi [Yb'i bX
ÖZZYbh']W\Yb'J Yf_Y\fga]hhY'b'\Åi Z]['Ui Z'a YbgW\']W\Yg'J YfgU[Yb
i bX'I bUW\hgUa _Y]h'ni fØW_ni ZØ\fYb'g]bX" 'A U» bU\ a Yb'ni f
J Yf_Y\fgYfn]Y\i b['i bX'DfÅj Ybh]cb'_ÖbbhYb'XU\Yf'YbhgW\Y]XYbX
gY]bž'i a 'gc'W\Y'J cfZÄ''Y']b'XYf'Ni _i bZh'ni 'a]b]a]YfYb"

8]Y'GhUXh'Ghi hh[Ufh'\Uh]b'XYb'YhnhYb'X\Yb'j YfgW\]YXYbY
=b]h]Uh]j Yb'ni f'J YfVYggYfi b['XYf'J Yf_Y\fgg]W\Yf\Y]h' [YghUfhYh"
?Ua dU[bYb'ni f'GYbg]V']g]Yfi b['ZØf'X]Y'; YZU\Yb'XYg
UV'Yb_YbXYb': U\YfYbg'cXYf'ni f': c_i gg]Yfi b['Ui Z'X]Y'VYgcbXYfYb
F]g]_Yb'ZØf': i » [Åb[Yf'i bX'FUXZU\Yf'\UVYb'ni a 'N]Y'ž'X]Y
G]W\Yf\Y]hgghUbxUfXg'ni 'Yf\Ö\Yb'"GhUh]gh]_Yb'nY][Ybž'XUgg'gc'W\Y
Dfc[fUa a Yž'k Ybb'g]Y'YZZY_h]j 'i a [YgYhnh'k YfXYbž'X]Y'5bnU\''XYf
J Yf_Y\fgi bZÄ''Y'Yf\YV']W\YfYXi n]YfYb'_ÖbbYb" '9]bY'Yb[Y
Ni gUa a YbUfVY]h'nk]gW\Yb'J Yf_Y\fgVY\ÖfXYbž'XYf'Dc']nY]'i bX
XYf'² ZZYbh']W\Y]h']gh'i bYf'Ägg']W\ž'i a 'XUg'6Yk i gghgY]b'ni
gW\ÅfZYb'i bX'j YfUbhk cfhi b[gVYk i gghYg'J Yf\U'hYb']a
GhfU» Ybj Yf_Y\f'ni 'ZØfXYfb"

F YW\ hgZc` [Yb'XYf'?c'']g]cb

9]b'k Y]hYfYf'5gdY_hž'XYf'bUW\Y]bYa 'J Yf_Y\fgi bZU''\Åi Z][
VYfØW_g]W\h][h'k]fXž'g]bX'X]Y'fYW\h']W\Yb'?cbgYei YbnYb'ZØf'X]Y
VYhY']][hYb'DUfhY]Yb" 'a ': U''Y'Y]bYg'J Yf_Y\fgi bZU''gž'VY]'XYa 'Y]b
: U\fnYi ['[Y[Yb'X]Y'J Yf_Y\fgfY[Y'b'j YfghÖ» hž'_Ubb'XYf': U\YfY
\UZhVuf'[Ya UW\h'k YfXYb" 'b'X]YgYa ': U''_ÖbbhY'X]Y'+ (!Å\ f][Y
: U\YfY]b'XYg'A YfW\XYg!6Ybnž'X]Y'Z\Yf\UZh'bUW\'']b_g
UV[YVc[Yb']ghž'ni f'J YfUbhk cfhi b['[Ync[Yb'k YfXYbž'k Ug'ni
GW\ÅZgW\ÅXYbž'J Yfg]W\Yfi b[gZfU[Yb'i bX'a Ö[']W\Yfk Y]gY'Ui W
ni 'ghfUZfYW\h']W\Yb': c'[Yb'ZØ\Yb'_ÖbbhY"

8]Y'fYW\h']W\Yb'6Ygh]a a i b[Yb']b'8Yi hgW\ÅbX'gY\Yb'j cfž'XUgg
X]Y' < UZhdZ]W\h] Yfg]W\Yfi b['XYf': U\YfY]b'ZØf'X]Y'j Yfi fgUW\hYb
GW\ÅXYb'Ui Z_ca a h''8]Yg'[]h'gck c\''ZØf'a UhYf]Y''Y'GW\ÅXYb'Ub
XYf'GhUXhVU\ b'U'g'Ui W\ZØf'a Ö[']W\Y'DYfgcbYbgW\ÅXYbž'Ui W

k Ybb`X]YgY`]b`X]YgYa : U``a]b]a U`k UfYb"9]bY`a Ò[`]WXY
F]W hgW bi f`ZØf`X]Y`9bhgWY]Xi b[gZ]bXi b[`_ÒbbhY`X]Y`6Yk Yfhi b[
XYf`J Yf_Y`fgg]hi Uh]cbž`Y]b`Yj Ybhi Y``Yg`5VV]Y[Yj YfVchi bX`ZU]fYg
J Yf`U`hYb`U``Yf`6YhY`][hYb`i a ZUggYb"

: Øf`X]Y`² ZZYbh`]W`_Y]h`]gh`Yg`i bYf`Àgg`]W`ž`g]W`XYf`B`chk`YbX][`_Y]h
j`cb`F`ØW`_g]W`hb`U`a`Y`i`bX`j`cf`Ui`gg`W`Ui`Yb`XYa : U`fYb`VYk`i`ggh`ni
gY]bž`i`a`X]Y`J`Yf`_Y`fgg]W`Yf`Y]h`ni`Yf`Ò`Yb`i`bX`ni`_Øb`Zh][`Y
I`b`Z`Y`ni`j`Yfa`Y]XYb"J`Yf`Ub`hk`cf`hi`b[`gj`c``Yg`<`Ub`XY`b`i]a
GhfU»`Ybj`Yf`_Y`f`[`Y`Ò`fh`ni`XYb`Zi`bX`Ua`Yb`h`U`Yb`6`Ui`ghY]bYb`ZØf`Y]b
g]W`Yf`Yg`A`]hY]b`Ub`XYf`Ui`Z`XYb`GhfU»`Yb"

8YhU]`g

6Ygi`W`Yb`G]Y`i`bg`Ui`Z.`b!U["XY